The Examination of the Concepts of Transactional, Transformational and Exemplary Leadership Practices

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Abstract: *Leadership has always been around since time immemorial. Leadership can be traced back to the Stone Age period and the Biblical era and all other religions were there where and are still some great leaders as witnessed by having magnitude of followers and extra-ordinary influence. Leadership is like magnet it drew people closer to the leader, if it repels a person then that is not leadership. Leadership is being revolutionised due to new discoveries on how best to lead. The current revolution sees the emergence of transactional, transformation and exemplary leadership practices which are the center of this article. A comparative analysis of these leadership practices was presented.*
Keywords: *leadership, transactional leadership, transformational leadership, Exemplary leadership, Leadership practice Inventory (LPI).*

I. Introduction

Leadership and study of it is not a new phenomenon as it can be traced back to the ancient Greeks, Egyptian rules and biblical patriarchs (Wren, 1995). The history of mankind revealed that the most powerful of the Greek States were Athens, Sparta, Corinth, Magara and Argos. These Ancient Greek States had a foundation on local government administration. In early African states, the ancient Egyptians reflected a strong leadership when they built pyramids which today are great symbolic of African pride. The construction of the pyramids which was not a one night event but a decade process was a sign of visionary leadership with a strong foundation of integrated culture. The Great Zimbabwe architecture in Zimbabwe was made successful by none other than great leadership. Tafinder (1988:44) observes that "one of the reasons why Microsoft was able to swing in such an abrupt and wholehearted way to embrace the Internet was the strength of leadership at the top of the organisation. Nyamuda (2002:151) suggest that "it is time that we redefine or adjust our understanding of what leadership is". This article examines transactional, transformational and exemplary leadership practices.

II. Objectives

The objectives of the study are:

- explain transactional leadership
- explore transformational leadership
- distinguish transactional leadership from transformational
- examine the similarities between transformational and transactional leadership

III. Transactional Theory

The post-industrial or emergent paradigm includes leadership theories clustered around the themes of transformational and transactional approaches. Leadership resides not only in the person or the situation but also and rather more in role differentiation and social interaction. It addressed the influence between the leader and the subordinate. The term transactional refers to the fact that this type of leader essentially motivates subordinates by exchanging rewards for performance. Reward management is the core back born of the transactional theory, where structures are put to differentiate roles employee play and occupy, job specifications and person specifications established. Employee performance is motivated by the rewards offered or the punishment applied for undesired performance. It borrows some of its aspects from Skinner's reinforcement theory.

IV. Transformational Theory

The body of theory referred to as "transformational leadership" originates from Burns' (1978) early work in which he distinguished between transforming (that is mutually beneficial processes) and transactional (that is exchange-based processes) leadership. Although still leader-centric in many ways, Burns' theory refocused leadership as necessarily concerned with followers' needs and the pursuit of shared goals. He argued that positional leaders should develop capacity in followers and empower them to become leaders themselves. Bass, (1985) and Bass and Avolio (1990) extended Burns'(1978) work with transformational leadership, offering a further explanation of follower motivations in the leadership process and a variety of factors associated with the transformational leadership process. While some scholars view transformational leadership as more of universal theory, others have a view that leadership practices may vary between contexts and cultures (Koopmanetal, 1999). This theory is considered as the most current and has been extensively studied under profit making organisations and donor agencies. According to Bass and Avolio (2004), most current best leadership practice is transformational leadership practices comprised of four dimensions namely idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. Idealized influence is described as behaviour that results in follower admiration, respect, and trust. Idealised influence involves risk sharing on the part of leaders, a consideration of follower needs over personal needs, and ethical and moral conduct. Inspirational motivation is reflected in behaviour that provides meaning and challenge to followers' work. It includes behaviours that articulate clear expectations demonstrating commitment to overall organizational goals. Intellectual stimulation is when leaders solicit new ideas and creative problem solutions from their followers, and encourage new approaches to job performance. Individualized consideration is reflected by leaders who listen attentively and pay special attention to their follower's achievements and growth needs.

V. Leadership Practice Inventory (Lpi)

Kouzes and Posner (2002) present a model with an empirical base which is commonly known as Leadership Practice Inventory model (LPI) which is structured around five practices and ten commitments of leadership. The 360 degrees 5 LPI model continued to prove that it is an effective model in achieving extraordinary results for the individual, teams and organisations. As measured and validated by the Leadership Practices Inventory (LPI), one of the most widely used leadership assessment instruments in the world, ongoing consistently confirm that the Five Practices and the assessment tools are positively related to both the effectiveness of leaders and the overall performance of the organisation (Kouzes and Posner 2002). The LPI is made up of five practices namely Model the Way, Inspire a Shared Vision, Challenge the Process, Enable other to Act and Encourage the Heart.

VI. Transactional Leadership And Transformational And - The Comparison

Although transformational and transactional leadership could be considered the same or viewed as the same by some people, some leadership gurus view them differently. Burns (1978) cited in Obiwuru, Okwu, Akpa and Nwankwere (2011) conceptualize two factors to differentiate transformational and transactional leadership. Transactional leadership is based on convectional exchange relationship in which followers' compliance is exchanged for expected rewards. According to Bennet (2009), transactional leaders use organisational bureaucracy, policy power and authority to remain in control. It is an authoritative style of leading. In contrast, transformational leaders raise followers' conscious levels about the importance and values of designated outcomes and ways of achieving them and motivate followers to transcend their own immediate self-interest for the sake of the organisation (Burns 1978 cited in Obiwuru et al 2011).

Transformational-transactional leadership theory is one way in which the behaviors of leaders can be described and evaluated. Transformational leaders exhibit charisma and shared vision with their followers, stimulating others to produce exceptional work. Transactional leadership describes more of a give and take working relationship – rapport between leader and follower is established through exchange, such as a rewards system for meeting particular objectives (Lai 2011). Bass (1985) perceptively notes that transactional leaders follow the organisation culture, following existing rules and procedures while transformational leaders change the culture and challenge status quo. In transactional, the exchange process result in compliance with leader request but not likely to generate enthusiasm and commitment to task objective. Leaders focus on having internal actors perform the tasks required for the organisation to reach its desired goals (Boehnke cited in Obiwuru et al 2011). Clarification of the work to be done and set of incentives contingent rewards to exert influence is a transactional leadership practice. Transactional leaders unlike transformational leaders influence focus on motivating employees to attain certain desired performance and meet set goals in exchange for rewards and less concerned with inspiring employees or attending to their personal and individual needs (Northouse 2010). Hay (2012) argued that transactional leaders tend to be more passive while transformational leaders tend to be active and reflect active behaviours that pave the way and make a sense of mission or purpose. Obiwuru et al (2011) argued that transactional leaders display both constructive and corrective behaviours. Constructive behaviours entail contingent reward and corrective dimensions are management by exemption. According to

Bass and Bass (2008) transactional leadership is best understood under the three elements namely contingent reward, management by exception-active and management by exception-passive.

Contingent reward- is a constructive interaction whereby leaders agree with followers on task to be completed and performance expectations in exchange of rewards (Bass and Bass 2008). Contingent reward describes the extent to which effective transaction and exchange is set-up between leader and followers (Wang, 2011). Northouse (2001) argued that transactional leader obtain an agreement from followers on what need to be accomplished who in return expect that their efforts will be exchanged for specific rewards.

Management by exemption- passive- The degree to which leader intervenes or takes corrective action on the basis of subordinates. The corrective action includes but not limited to discipline, negative feedback, disapproval and punishment. It is a reactive approach to problems and situations of undesired behaviours (Yukl 2010). According to Bass (1985) as cited in Northouse (2001) this style is believed to be at the bottom of the range and is sometimes termed Laissez-Fare or the Passive or Avoidant Leadership which represents the absence of leadership.

Active management by exemption-Involves corrective critisms, negative feedback and negative reinforcement from the leadership. Leaders take active role in monitoring employee behaviour to ensure that it complies or is in line with expected standards of performance that is rule and legislation compliance. Intervention is done before problems arise (Bass and Avolio 1990).

The discussion of transactional leadership styles entails or closely resembles managerial functions not leadership functions. This line of thinking by the writers is supported by Hargis, Wyatt and Piotrowski (2001) who argued that transactional leadership focus on the role of supervision, organisation and group performance. These leaders are concerned with the process rather than forward thinking (Hargis et al 2001). Transactional leaders' works at the basic levels of Maslow's hierarchy on needs satisfaction where pay and other non-monetary benefits matters the most (Hargis et al 2001).The study of transformational and transactional leadership has been over a period of time and is supported by a wide range of literature both in the European Context and African Context. The African states where research on transformational leadership was highly studied in include Nigeria, Ghana and partially in South Africa. The empirical research showed that where transformational leadership has been practiced it was very effective in enhancing organisational performance (Northouse 2010). Judge and Piccolo performed a study to identify which of the two leadership style can be linked to positive organisational performance. Their findings supported a link between effective leadership and all dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), as well as a single dimension of transactional leadership, contingent reward (Judge and Piccolo, 2004). Though transformational and transactional leadership are often presented as being at opposing ends of a spectrum, a combination of select elements from both leadership styles may yield the best results (Wang, 2011). The critics of both transformational and transactional leadership styles however argued that the theory is too broad and offer little guidance on how leaders should act in certain situations. According to Northouse (2007) the five (5) transformational factors that is idealized attributes, idealized influence, inspirational motivation, intellectual stimulation and individualised consideration are all similar in nature and correlate highly with each other and has not been possible to examine separately the effect of factor. Others are of the view that transformational leaders tend to pretend and manipulate followers as a means of attaining self-interests (Yukl 2006). Despite this negative views by other theorists on transformation leadership.

VII. Exemplary Leadership Practices

The concept of managerial leadership styles has been defined behaviours patterns engaged by the leader or manager according to Gono and Gallo (2013:155). This definition implies a general manner and attitude of management in dealing with employees in order to ensure optimum performance. The management behaviours according to Gono et al (2013) is a controllable behaviour and this implies adoption of certain leadership styles in order to provide the direction for implementation of the plans and as well as motivating employees. Kouzes and Posner conducted a research on best leadership experiences since 1985 and discovered that there are countless examples of how leaders mobilize others to get extraordinary things done in virtually every area of organised activity (Kouzes and Posner 2007). In their wide researches, they found that exemplary leadership is found everywhere as demonstrated by the view that ordinary people who guide others to greater heights always follow similar paths. This led them to conclude that leadership is not about personality but is about practice or behaviour which is an observable set of skills and abilities. Kouzes and Posner presented the exemplary leadership practice into model commonly known as Leadership Practice Inventory (LPI Model) with five (5) common practices. Kouzes et al (2007) argued leaders who use exemplary leadership style get extra ordinary results within their organisations. These Five Practices of Exemplary Leadership are Model the way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act and Encourage the Heart. The most common trait that followers look for and admire in a leader are honest, inspirational and visionary (Kouzes and Posner 2002). These traits are found within the 5 Five Exemplary Leadership practices. McCollum (1999)

opined that vision, creativity, empowerment and role modeling are core elements of exemplary leadership practices.

7.1 Challenge the Process

The first leadership practice by Kouzes and Posner is to challenge the process (Kouzes and Posner 2007). Challenging the process is when the leader explores new ways to radically change the status quo and grow through experimentation and taking risks. Leaders are those who go first, seize the opportunities, venture into an adventure and explore new territory. Challenging the process requires the leader to incorporate other practices like modelling the way and inspiring a shared vision to ensure or gain small victories along the path of the unknown (McCollum 1999). The two behavioural commitments are searching for opportunities and experiment and take risks (Kouzes and Posner 1985 cited in Kouzes and Posner 2011: 16). Searching for opportunities means bringing new ideas to the organisation, to be change agent and always challenging the status quo. Experiment and take risks means leaders should have an openness to ideas and willing to listen, take charge of the change, accept the challenge, foster hardness and create an adventure so that the outcome of experimentation and risk remains healthy and positive.

Change has been there since time immemorial and is not a new term on leadership books, but what is new is the speed at which changing is taking place and the mechanisms used to stir change to happen. Leaders need to challenge the current status quo and challenge the current process if their organisations are to remain afloat. Leaders need to search for opportunities to change, grow and being innovative. Kouzes and Posner (1995) once argued that change involves creating new meaningful challenges for others with the aim of improving organisational performance. For this to happen successfully there must be rapport, trust and commitment between the leader and the employees. Leaders who challenge the process result in organisational survival. Senge (1990), after conducting a research on 12 organisations concluded that the most important resource in an organisation is its people. He further argued that these people should be continuously educated to match the change brought in by technology and innovation. He argued that leaders must listen to the aspirations of people and allow change to happen. Senge then promoted a learning organisation.

7.2 Inspire a Shared Vision

The Second exemplary leadership practice is inspire a shared vision. According to Kouzes and Posner (1987) as cited in Chikozho, Mapira and Vengesai (2014:148), the two behavioural commitments of this practice are envisioning the future and enlisting others. Envisioning the future is a process of creating a dream and getting others to buy into it with passion and commitment. Leaders look into the future and imagine greater things happening. Enlisting others enforce importance of having all employees understand and support a vision. Leaders educate and clearly communicate their vision to everyone enlisting their support (Kouzes and Posner 2007). The leader envisions the future-how it should be and share that vision with employees. The support of others is key to ensure the successful attainment of the vision. The leader's ability to paint a clear picture of the future through identification of common aspiration is the base for enlisting employee support. In order to inspire the shared vision, the leader must use the techniques of affirmations- that is technique of positive declaration of the desired state as already existing (Kouzes et al 1995). It is about being futuristic. Once this is accomplished, the leader needs to take others on board and share the common goals and desires. This practice is in calculated in the spirit of trust and strong relationship with followers. According to Lezotte (1994) as cited in Rouse (2005), it takes courage to hold a vision for an organisation and people follow the leader they share the leaders dreams not that because they fear the leader. For leader to be able to create a relationship with followers and share their vision and mission, leaders need to be first honest and forward looking (Kouzes and Posner (2002). Organisational performance beyond expectations is possible if employees working as a team believed in a set of core values and had passion for excellence (Rouse 2005). Visioning leaders take people in their dreams to place they were had never been before. Leaders must be knowledgeable, be able to transcend preset times and look forward with directions and purpose, be able to clearly articulate their vision to make it a reality. Gardner (1995) once opined that leaders' success depends on the leader's ability to communicate convincingly to his or her subordinates keeping in mind the fact that change is a process and not a single event. With that leaders are set to achieve their dreams. Stayer (1990) who is regarded as one of the change gurus once found that the only way to take his company into future, he needed a vision. He developed his vision and began to walk his journey towards the attainment of the vision. In the process, he established that the only way to be successful is to have his followers know the vision so that they do not follow blindly and would take turns to lead. Employees understood their roles and everyone become committed and the vision was attained. The vision has to be cascaded downwards to make every employee aware and willingly walk towards the vision. Trofino (1993) argued that transformational leaders are visionary leaders as they have the ability to clearly articulate a vision of the future.

7.3 Enable others to Act

The third practice is enabling others to act which builds teams, empowers and encourage the accomplishment of the vision through others (Kouzes and Posner 1987). The two behavioural approach underpinning this practice is fostering collaboration and strengthening others. Fostering collaboration begins with creating and sustaining cooperative goals while strengthening others is when leaders support others (Kouzes and Posner 1987). Trust, interdependence and sharing of power are central to enabling others to act. Each employee needs to know that the other will give and take equally. This practice is premised on the need to promote cooperation and sharing of power. The leader empowers subordinates, give them authority and responsibility to successfully accomplish set goals.

According to McCollum (1999: 63), a key factor of this practice is the ability of leaders to ensure that employees are connected with those who possess the information and resources necessary for success. In this current world of change, it is imperative that leaders should enable others to act for successful attainment of goals. Rouse (2005) is of the view that organisational competences which is the total knowledge of individuals and their ability to use the knowledge for organisational improvement resides in the relationship and collective skills of network of people. Leaders therefore need to have the skills to foster collective participation, motivate individuals to act and promote a climate that encouraged interaction and participation of all employees. The culture of the organisation should be result oriented and that culture of trust and honest always emphasized and practiced across all levels of employees.

Success is through team work and collaboration. According to Kouzes and Posner (1995) collaboration entails having leaders who foster and promote togetherness, strengthening others by sharing power and discretion. Leaders share their support and look for positive ways to motivate employees by ensuring that the work place is a great place to be and that it is place where learning is encouraged. Collaboration decision making increases the coordination of tasks and duties and increases the quality of work, resulting in improved organisational performance (Rouse 2005).

7.4 Model the Way

This is also known as ethical leadership. Modeling the way is how leaders make their vision tangible (Kouzes and Posner (1987). The two behaviours that support modelling the way are setting the example and planning small wins. Kouzes and Posner (2007:15) posit that titles are granted, but it is your behaviour that wins you respect. Setting the example begins with leader consciously behaving in ways that are consistent with stated values. Clarity, consensus, and intensity are three essential factors for aligning values of leaders with those of their followers. Strategies for accomplishing this include clarifying the values in which you believe, translating these values into guiding principles for the organization, sharing your personal beliefs and organizational guidelines publicly, auditing your actions regularly so you remain consistent with your publicised values (Kouzes and Posner 2007). Modelling the way is planning small wins so that success can be experienced (Kouzes and Posner, 1987).

This aspect is made up of the ability of the leader to clarify personal values and aligning such values with actions. The leader sets examples and lives by those examples (McCollum, 1999). Kouzes and Posner (1995) aver that for one to be an authentic, leader one requires to find his or her voice through views clarification and the ability to express one's self. According to Maxwell and Dornan (1997), people are often influenced by what they see and not necessarily by what they heard. If this assertion is to be substantiated, employees are influenced by what they see from their leaders and do exactly what they leaders do. Modeling in this case becomes more powerful as a practice.

Jacoby (2004) argued that, followers are always looking up every day at their leaders and noting how they influence those around them. Leaders model in a way to set example for others to follow, aligning actions to shared vision. Leaders must be committed to follow certain specific behaviours that influence others in a positive manner according to Reily (2005). For leaders to practice the talk, Reily (2005) identified common specific behaviours that must be practiced namely, acting with intention, always practice to align vision to values, listen to others, have good listening skills, being authenticity, team player and be courageous. If this practice is to be adopted by municipal leaders, they will be in a better position to share their vision with others, influence positive performance as they will live the talk that the rest of the employees would want to emulate.

7.5 Encourage the Heart

The fifth leadership practice under exemplary is encourage the heart according to Kouzes and Posner (1987). This entails recognising people's contributions to the common vision, expressing pride in the accomplishment of goals and making work enjoyable. Leaders make people feel like heroes and they take time to enjoy success together. The two behaviours accomplishing this practice are recognizing contributions and celebrating accomplishments. Recognizing contributions is when linking rewards with performance and take time to celebrate milestone together (Kouzes and Posner 2007). This practice is closely linked to transactional leadership practice where performance is linked to better rewards. Celebrating accomplishments is when the

leader recognises that extra ordinary things do not just happen alone but through the efforts of others in a team (Kouzes and Posner 1987). Leaders' honour and share the success with all who assisted or took part in the journey, recognising them publicly. The leader should not be expected to know or do it all". Jim Collins in Nyamuda (2002:151) talks about the level five leadership. For Collins, level five leaders are at the top of their trade as far as leadership development is concerned. Collins in Nyamuda (2002:150) comes out with the principle of "the window and mirror". What he means by that is that level five leaders seem to be looking "out of the window" when things go well. What are they looking for? They are looking for other people with whom they can share the credit for the success. Level five leaders know that they had a role in the success, but they weren't the only ones. They want to spread the credit around the team. But what does he mean by the principle of the mirror? Collins states that level five leaders first look in the mirror at themselves when things don't go so well. They do no not hold others responsible, or point fingers of blame. This does not mean that others are not responsible in part, but level five leaders set an example of introspection in times of trouble. They look at themselves and what they could have done effectively. From there, they will be less defensive and accusatory as they meet with others in their leadership team to assess what went wrong". Leaders set standards that they expect to be achieved. Employees are motivated by their leaders who acknowledge their performance, recognised their efforts, give them feedback on how they are performing, have them accountable and provide encouragement that is contagious. Celebration of accomplishment is done and employees recognised publicly for their positive effort and performance (Kouzes and Posner 2007). In order to encourage others, Rouse (2005) delineates that leaders must recognize the contribution of by sharing their appreciation. Employees who excel well in his or her assignment need public recognition as a way of encouraging him or her to do more. Skinner the Chief Executive Officer and Founder of Eltron International Die become an extra ordinary leader when he conceptualized the Kouzes and Posner Leadership Model McGarvey (1995 75). He believed that encouraging the heart is significantly vital for empowering his employees and creating successful organisations.

VIII. Conceptualising Transformational and Exemplary Leadership Practice.

The examination on transformational leadership and exemplary leadership practices has shown some great similarities of the two styles as what seems to be varying are the terms that are used to describe them. Transformational leadership practices are made of the following idealised attributes, idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. Exemplary leadership is made up of four five factors namely challenge the process, inspire shared vision, enable other to act, model the way and encourage the heart. A close analysis of the factors revealed the following:

Idealised attributes and model the way – It is evident when followers report that their leader as charismatic, confident, ethical, idealistic and trustworthy. This is similar to Kouzes and Posner's **Model the way** which is when leaders are ethical and set ethical examples and plans small wins that others would be following.
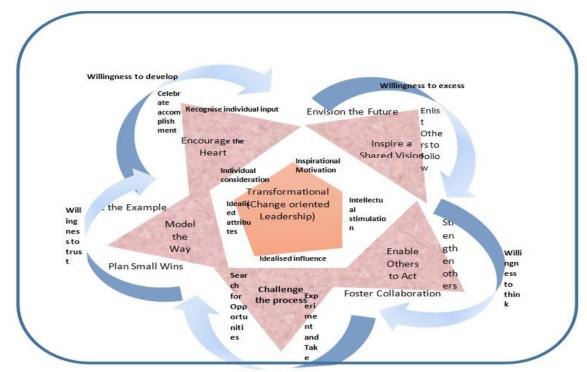
Idealised influence and challenge the process have similarities. Leaders motivate subordinates, have skills that are unique and instill pride in their followers. The desire to motivate and inspire their followers saw them challenging the process and the status quo with the view of creating better sustainable future.

Inspirational motivations are charismatic leaders who inspire a shared vision. These leaders envision the future and share this imagined future with their followers such that followers become part and parcel of the envisioned future.

Intellectual stimulation and enable others to act have same characteristics. This is to do with empowering of others or arouse followers on new ways of doing things.

Individualised consideration and enable the heart. Here the leader is mainly focused on appraising individual subordinates to do more and publicly recognises positive performance. The writers' views are supported by a study carried out in Norwegian context by Sandbakken (2004) which found that three of the five Exemplary leadership practices are closely linked to transformational leadership.Some view leadership as a power relationship while others see it as a transformational process. Additionally, there are those that view leadership as a skills perspective (Northouse, 2007). Northouse (2007) opined that transformational Leadership is the most popular and most highly regarded leadership practice because it is a leadership process that transforms people. The same can be argued to exemplary leadership as it also transform people since the leader dream for the future and always transcend their actions and their followers' actions to marry to the desired future. For the leader to be successful under the two styles, leadership ethics is of paramount importance. Ethics is about virtuousness of individuals and their motives. Both transformational and exemplary leaders poses credibility traits and honest.The Five Practices of Exemplary Leadership are transformational in nature (Northouse 2007). Transformational leadership according to Northouse is the process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower themselves. Leaders lead by example; spending time and attention wisely demonstrate what is important to the leader (Kouzes and Posner, 2007). The following is a diagrammatic representation of the conceptualised transformational and exemplary leadership practice.

Fig:1 Interlocking relationship between Transformational and Exemplary Leadership Styles

The Transactional and Exemplary Leadership Model on figure 1 was developed from literature. According to Krumle and Kelly (2000: 10), leaders do not provide direction to well-oiled team, they provide the vision of the end result and they have the significant influence to those they lead. Transformational and exemplary leaders proved to have great deal in common. It is the researcher's view that exemplary leaders who are also transformational have an edge of others and these leaders produce extra-ordinary results than others. These leaders can with stand the pressure of culture and political set up in organisations. Kouzes and Posner (2011) once argued that management conventional wisdom has it that management is not a popularity contest, however that all things being equal, people work harder and more effectively for leaders they like and would like them in direct proportion to how they motivate them to perform. Kouzes and Posner (2007) opined that for employees to follow their leader willingly, the majority of them believe the leader must be honest, forward-looking, inspiring and competent. Putting together their arguments, it can be reasoned that people want to follow someone they view as credible to lead them. Honest, forward-looking, inspirational-charismatic and competent are key characteristics which remained constant over more than twenty years of economic changes, change in technology, birth of internet and globalisation (Kouzes and Posner 2011).

The new developed model has embodied all the characteristic of the four key factors that people would want to see in their leader. Credibility is the foundation of effective municipal leadership. Municipal organisations are made up of political, administrative and operative leaders. Their success is measured by the level of their constituents trust on them. Political leaders set the pace and administrative leaders set the policies, the vision of the organisation and strategies to reach the envisioned future while operative leaders who in this case are managers and supervisors set the implementation strategies of the agreed polices. These leaders need to be extra-ordinary leaders, be credible for them to compel the organisation vision.

The conceptualised leadership model is also supported by Jocoby (2004) who argued that good leadership is about unlocking value that lies within the organisation and its employees. The relationship employees have to their organisation is as a result of good leadership style. Leadership is about curiosity, building relationships, building teams, communication, employee support, and visioning, anticipating and managing change through involvement of others. Wren (1995) once argued that leadership is not a private reserve of few charismatic men and women who are genetically endowed with some special power but is a set of skills and abilities that are accessible and learnable by anyone who has the motivation and desire to learn.

IX. Conclusion

The exploration and comparison of transactional, transformational and exemplary leadership practises provides a choice and direction for leaders on which path to take. It was indicated that transactional motivates followers due to the exchanges which are the transactions that take place between the leader and followers. Transformational and exemplary leadership have a lot of aspects in common. They inspire, motivates, encourage and preach about team spirit for the successful continuity of families, organisations, nations and the world.

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